



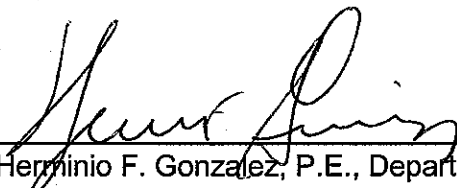
# Departmental Business Plan and Outlook

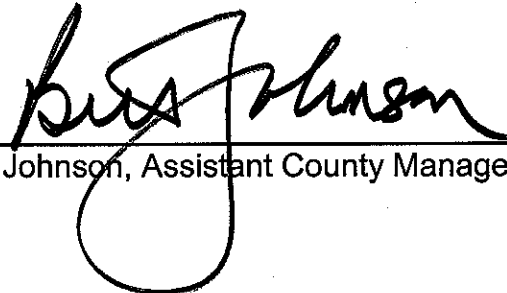
**Building Code Compliance Office**

**Fiscal Years:  
2005 – 2006  
&  
2006 – 2007**

Plan Date: December 9<sup>th</sup>, 2005

Approved by:

  
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Herminio F. Gonzalez, P.E., Department Director

  
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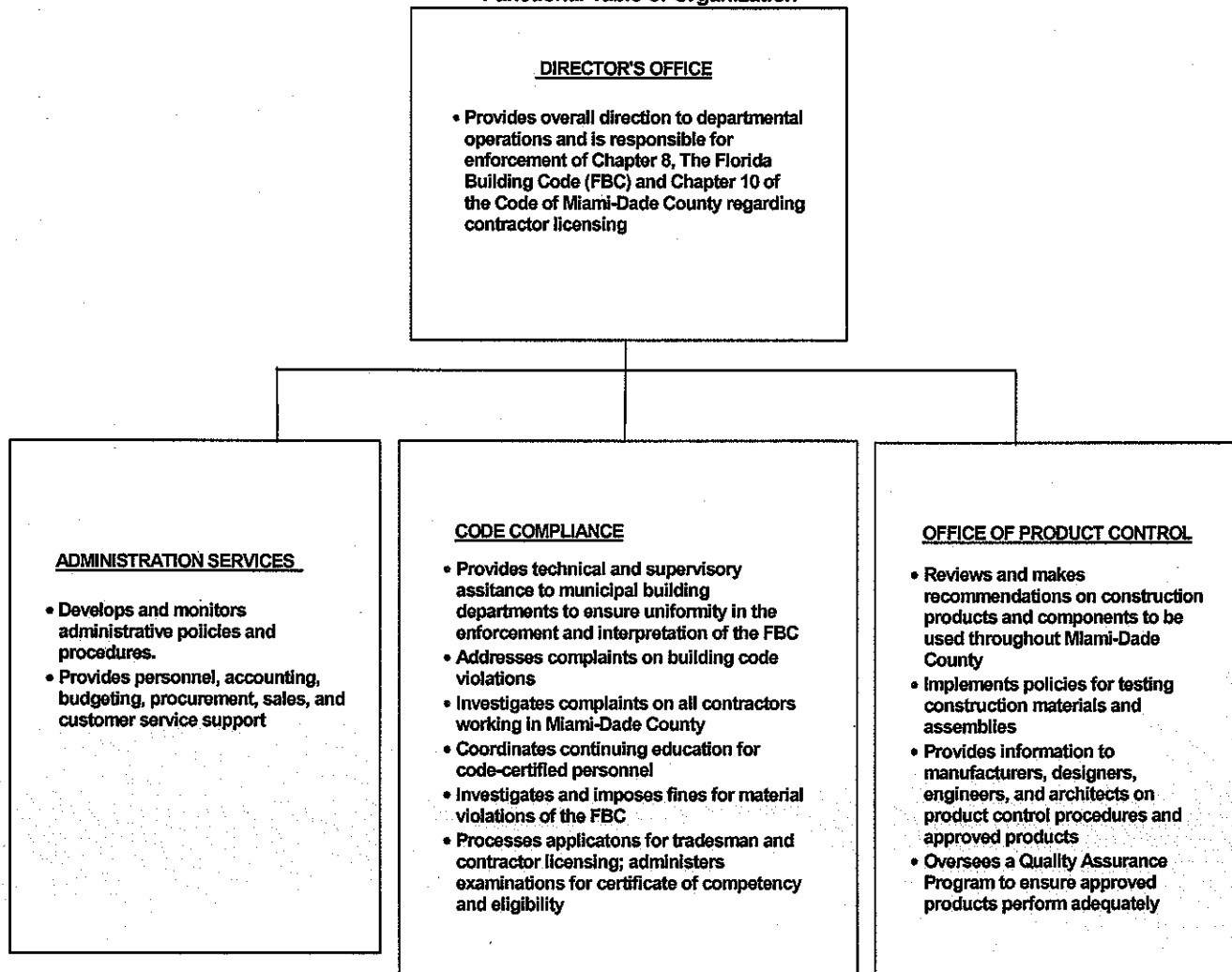
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## EXECUTIVE SUMMARY

The Building Code Compliance Office is comprised of a seventy-five budgeted member staff, which is dedicated to effective building code administration and to providing the necessary oversight in the construction industry. The Office maintains good working relationships with our customers and seeks to provide the highest levels of service within our functional areas.

### BUILDING CODE COMPLIANCE OFFICE Functional Table of Organization



**Major Anticipated Accomplishments/Milestones for FY 05-06**

- Continue to participate in the state legislative process to prevent the weakening of the building code.
- Publish and disseminate the Department's monthly newsletter, Cornerstone, to licensed contractors and the general public to provide information regularly on building code and construction industry requirements
- Establish a dedicated library of catalogued Code references and other research materials to serve as department resource
- Develop an e-government application for the submittal of certification application
- Continue comprehensive Building Code comparison between the High Velocity Hurricane Zone (HVHZ) areas and code provisions utilized throughout the rest of Florida.
- Implement pilot program to explore expanded use of laptops with wireless connections to improve field work efficiencies for contractor enforcement personnel.
- Conduct record management review and reorganization of contractor licensing files to allow for efficient licensing process and expedited information requests
- Established a multi-agency Hurricane Task Force to curtail unlicensed contractor activity after recent hurricanes effecting Miami-Dade County. Participating member of State Attorney's Hurricane Wilma Taskforce
- Develop tracking process to manage the interactive telephone system to maximize distribution of incoming calls and to facilitate quicker response times.
- Enhance Product Control database to allow for tracking of Non High Velocity Hurricane Zone (NHVHZ) product applications.
- Enhance Product Control database to allow for automated tracking audit inspection status.
- Provide customized customer service training to frontline staff to improve the quality of the interaction with the community.
- Conduct testing of prescriptive requirements of the Code to evaluate whether enhancements warranted based on the product performance.

**Major Anticipated Accomplishments/Milestones for FY 06-07**

- Provide at minimum four Contractor Licensing Seminars during the year to target audience of potential contractor license applicants and recently cited contractors.
- Establish security & tracking measures for continuing education hours provided to code certified personnel and for courses given to contractors by approved course sponsors.
- Implementation of expanded laptop use by Contractor Enforcement personnel as a result of a successful pilot program.
- Explore the development of electronic library or database comprised of extensive Code references and research material required for building code administration process
- Implementation of a Mutual Recognition program for certified laboratories, fabricators and manufacturers, which are a nationally or internationally recognized programs.
- Develop a quality assurance program for certified laboratories.
- Provide specialized developmental training for staff in specific functional areas.
- Implement customer service initiatives and enhancements as a result of customer service feedback.

## **INTRODUCTION**

### **Department Purpose/Mission Statement**

The Building Code Compliance Office (BCCO) provides uniformity and consistency in the interpretation and enforcement of the Florida Building Code (FBC) and Chapter 10 of the Code of Miami-Dade County regarding contractor licensing, services related to product evaluation, training, education, and investigation.

As part of the Neighborhood and Unincorporated Area and Municipal Services strategic area, the BCCO is the regulatory link between two distinct industries, manufacturing and construction, providing oversight in maximization of safety benefits. The Department reviews materials and products used for the protection of the building envelope and to ensure that the highest standards within the manufacturing industry are maintained through a comprehensive quality assurance program. In addition, the BCCO administers the local contractor trade licensing process, promotes the adherence to contractor regulations, and investigates unlicensed contractor activity. Work performed by BCCO includes oversight and technical support of the following boards: Boards of Rules and Appeals, Construction Trades Qualifying Boards, and Unsafe Structures Board. The Department also participates in the Florida Building Commission with the Director as an appointed Commission member ratified by the Florida Senate and staff as members of various technical advisory committees.

The Building Code Compliance Office is committed to develop a more business friendly environment and to deliver outstanding quality service. For this reason in order to achieve a fair and effective means of code compliance, our office will coordinate its activities with various community stake holders including Miami-Dade County contractors, product manufacturers, consumers and, certified personnel such as: building officials, plans examiners and inspectors from all municipalities.

## **Department Description**

The Building Code Compliance Office was created in 1991 as an independent Office to provide oversight guidance on code related issues and to ensure uniformity in code administration.

After Hurricane Andrew, the Office of Building Code Compliance guided the formulation of new ordinances that revised the South Florida Building Code in order to address several shortfalls in construction methods and in the type of materials being used. The provisions incorporated into the South Florida Building Code over the years, then subsequently included in the Florida Building Code, substantially reduced the exposure of persons to danger and the loss of property due to wind and water damage. The materials used in construction met more stringent manufacturing requirements, which provided building structures with greater resistance to wind forces and impact from flying debris.

This year was an extremely active Hurricane Season by all records, with an unusually high number of Hurricanes making landfall. Miami-Dade County was directly impacted by both Hurricane Katrina and Wilma, which necessitated concerted efforts from many County Departments. The Building Code Compliance Office responded less than twenty-four hours after the storms dispatching damage assessment teams to identify structural performance and evaluate the efficacy of Building Code provisions and construction requirements. The assessment information compiled will be valuable in mitigating efforts made through warranted enhancements of current building design requirements. The Office also played an important role in curtailing unlicensed contractor activity and coordinating municipality reports of unsafe structures in this post-hurricane environment.

The Building Code Compliance Office plays a critical role in monitoring the implementation of the building codes and standards in Miami-Dade County. Recently, the Office recommended and reviewed the code cycle changes for the 2004 Florida Building Code. Through the department's efforts, Miami-Dade County was able to maintain those High Velocity Hurricane Zone code provisions, which provided necessary protections for our sensitive geographical area. The Building Code Compliance Office is actively preparing for the implementation of the new Code through training of code certified personnel.

The Building Code Compliance Office is located downtown in the 140 West Flagler Building and currently provides from this site the following services:

- Provides technical and supervisory assistance to all municipal building departments to ensure uniformity in the enforcement and interpretation of the Building Code; accompanies field inspectors to monitor and evaluate field procedures in relation to compliance with Building Code and provide field training.
- Addresses complaints on building code violations; directs and coordinates investigative activities in cases where the Building Code has been violated
- Process applications for tradesman and contractor licensing; administers examinations for certificate of competency and eligibility

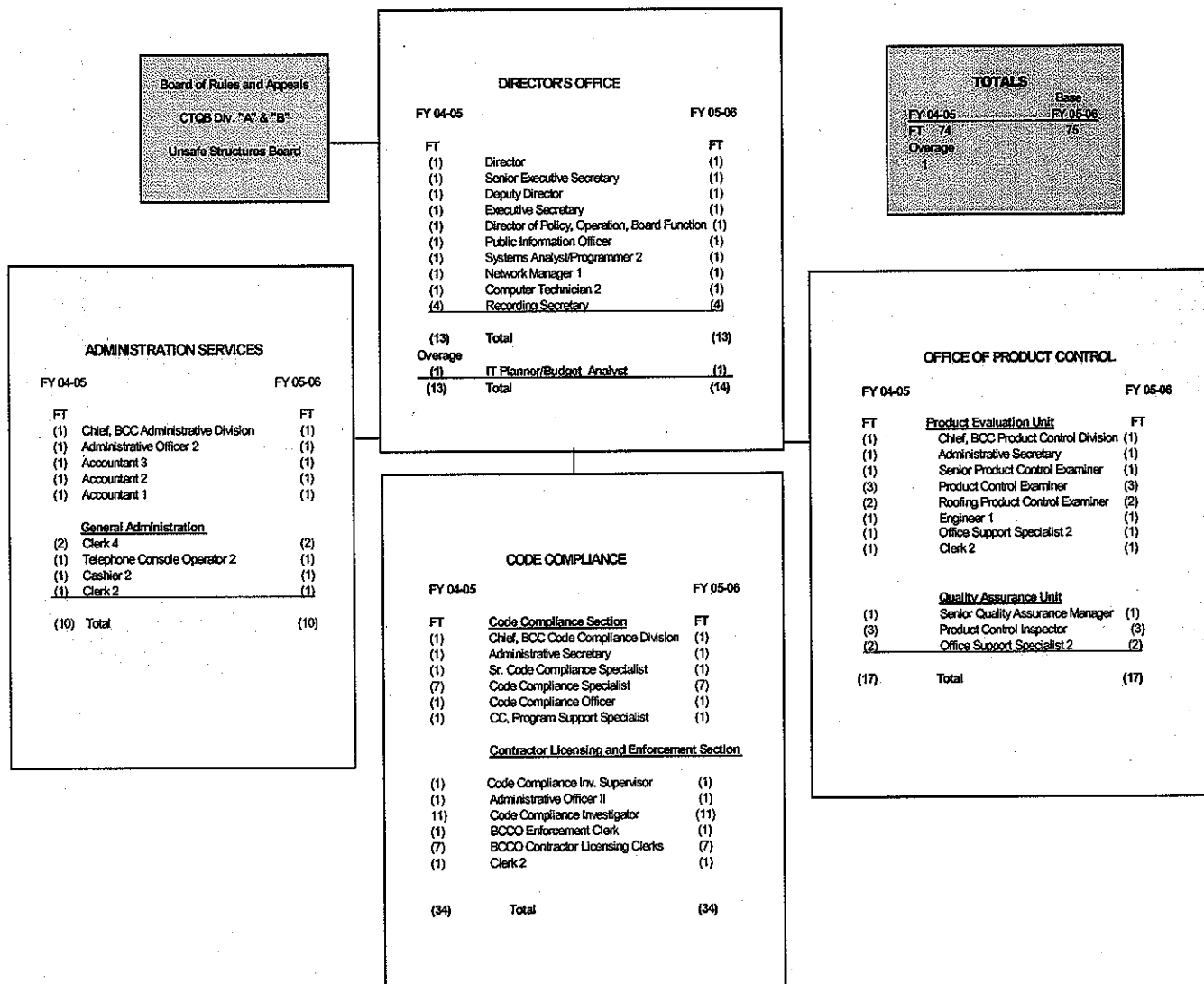
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- Investigates complaints on all contractors working in Miami-Dade County
- Coordinates continuing education for code certified personnel; reviews and makes recommendations on applications for certification
- Reviews and makes recommendations on construction products and components to be used throughout Miami-Dade County
- Implements policies for testing construction materials and assemblies
- Provides information to manufactures, designers, engineers, and architects on product control procedures and approved products
- Oversees a Quality Assurance Program to ensure approved products perform adequately

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## Organization and Staffing Issues

### BUILDING CODE COMPLIANCE OFFICE STAFFING CHART



There were no positions added to the Building Code Compliance Office organizational table for FY 2005-06. An overage position in the Director's Office, the BCCO Information Technology Planner, was approved for conversion to budgeted full-time position for the FY 2005-06 to address enhancements in information technology functions and initiatives. In the Code Compliance Division, unit reorganization was made to allow Contractor Licensing and Contractor Enforcement Sections to report to one manager. This reporting structure will provide for greater organizational synergy between these two closely related functional areas.

The Building Code Compliance Office will continue to monitor the current staffing levels to ensure adequate resources are available to meet customer needs and departmental mandates.

## Staffing Levels

Functional Unit	FY 04-05 Budget (Prior Year)	FY 05-06 Budget (Current Year)
Director's Office	13	14
Administrative Services	10	10
Code Compliance Section	12	12
Contractor Licensing Section	9	9
Contractor Enforcement Section	13	13
Product Evaluation Unit	11	11
Quality Assurance Unit	6	6
<b>Total</b>	<b>74</b>	<b>75</b>

## Fiscal Environment

### Revenues and Expenditures by Fund

(All Dollars in Thousands)

	Total Annual Budget		
	Prior FY 04-05 Actual	Current FY 05-06 Budget	Projection as of 11/2005
<b>Revenues</b>			
Director's Office / Administration	9,597	7,033	7,033
Licensing and Enforcement	1,933	1,890	1,890
Code Compliance	3,611	2,700	2,700
Product Control	2,160	2,135	2,135
<b>Total</b>	<b>17,301</b>	<b>13,758</b>	<b>13,758</b>
<b>Expense</b>			
Director's Office / Administration	1,829	3,590	3,590
Licensing and Enforcement	2,351	3,871	3,871
Code Compliance	1,854	3,024	3,024
Product Control	1,736	3,273	3,273
<b>Total</b>	<b>7,770</b>	<b>13,758</b>	<b>13,758</b>

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**Equity in pooled cash (for proprietary funds only)**

<b>Fund/ Subfund</b>	<b>Prior FY 2005 Beginning Year Actual</b>	<b>Prior FY 2005 Year-end Actual (Est.)</b>	<b>Current FY 2006 Year-end Budget</b>
<b>GF0300034</b>	9,320	9,612	9,612
<b>Total</b>			

**Revenue/ Fee Structure Analysis**

The primary funding sources for the Building Code Compliance Office are the code compliance surcharge fee, various product control application and reviews fees, contractor licensing revenues as well as contractor citations and enforcement fees. Due to continued boom in construction activity the revenues generated from the surcharge fee have increased accordingly. The department's fee structure has remained the same over the past five years. The Office does not provide any in-kind services that would impact revenue sources.

## **Business Environment**

### **Customers**

The Building Code Compliance Office customers include: *manufacturers of construction products, Building Officials and other code certified personnel, construction contractors and industry* as well as the specific segments of the general public (i.e. residents appearing before advisory boards, residents with contractor complaints etc.).

### **Regulatory Considerations**

- Florida Building Code Commission changes to the Florida Building Code, which can impact construction regulation in Miami-Dade County
- State changes to the product approval process will impact how construction products are approved for use in Miami-Dade County
- State legislative changes requests regarding enforcement provisions related to state licensed contractors and expired permits.

### **Geographical Service Area**

The Building Code Compliance Office operates throughout the municipal and unincorporated areas of Miami-Dade County. Therefore, the incorporation and annexation process does not negatively impact the department. Additionally, the Product Control Office was designated a statewide certification and evaluation entity, and has the potential to broaden the client base. The Office is currently expanding its review services for products to be used in the Non High Velocity Hurricane Zone (NHVHZ).

### **Economic Impact Factors**

- The construction market remains strong and as a result the code compliance surcharge fee is reflecting a positive revenue stream.

### **Competitive Threats**

- Other product evaluation entities can be authorized by the State to provide product reviews and services.
- State licensing (Department of Business and Professional Regulation) offers contractor licenses that are accepted throughout Florida.

### **Other External Factors**

- Hurricanes or other natural events may impact Office since focus may shift to disaster response and increased workload in contractor enforcement and regulation may also occur,

## **Customer Feedback Plan**

Communicating with our customers to gather feedback is a critical component of delivering excellence service to our community everyday. The development of a customer service feedback plan as an integrated part of the Business Plan will facilitate a process where the department can "actively listen" to those we serve in order to match their service priorities and expectation with our deliverables.

Toward these efforts, the Office will be pursuing various methods to garner customer response to our functional areas. The department has identified the following Customer Service Initiatives:

### **Initiative 1**

#### **Target Population:**

Code certified personnel who have attended continuing education courses provided by the department.

#### **Method:**

Course response survey.

#### **Purpose:**

To gather input on the effectiveness of course delivery of services and future courses.

#### **Performance Improvement:**

Provide courses that are effectively delivered with appropriate contact and interaction. Information can be used in development of proctor/vendor contract scope.

#### **Implementation/Reporting:**

Implementation occurred in 2<sup>nd</sup> Quarter FY 04/05, at each Continuing Education session collected prior to session end. Reporting and cataloguing of responses is anticipated to occur in 3<sup>rd</sup> Quarter FY 05-06.

### **Initiative 2**

#### **Target Population:**

County residents who have filed a written complaint against a construction contractor.

#### **Method:**

Contractor complaint process survey.

#### **Purpose:**

To obtain feedback on how residents evaluate the contractor complaint process.

#### **Performance Improvement:**

Ensure that complaint process allows resident to have the benefit of interactions that lead to resolution.

#### **Implementation Reporting:**

Implementation 2<sup>nd</sup> Quarter FY 05/06 distributed at the start of the complaint process. Reporting and cataloguing of responses is anticipated to take place in 2<sup>nd</sup> Quarter FY 06-07.

### **Initiative 3**

#### **Target Population:**

Local Miami-Dade contractor seeking licensure.

#### **Method:**

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Contractor focus group.

**Purpose:**

To gather direct feedback on how the licensing process can be improved; i.e., bottlenecks, application revision, possible automation.

**Performance Improvement:**

Improve turnaround time and process that is more business friendly and efficient.

**Implementation Reporting:**

FY 06-07 annual

**Initiative 4**

**Target Population:**

Contractors renewing on-line.

**Method:**

Electronic-survey

**Purpose:**

To get input on electronic renewal process.

**Performance Improvement:**

Ensure that the electronic renewal process operates effectively. Explore potential new features in application.

**Implementation/Reporting:**

Renewal cycle 4<sup>th</sup> Quarterly FY 05-06, annual cycle. Reporting and cataloguing of responses is anticipated to take place in 2<sup>nd</sup> Quarter FY 06-07.

**Initiative 5**

**Target Population:**

Applicants for Product Approval. These include manufacturers, engineers and other members of construction

**Method:**

Product Approval survey.

**Purpose:**

To gather customer feedback on the satisfaction or dissatisfaction with the process encountered during product review.

**Performance Improvement:**

Identify bottlenecks and mediums of communication, which could lead to greater turnaround time.

**Implementation/Reporting:**

Implementation 2<sup>nd</sup> Quarter FY 04/05 as a part of the approval package requested via mail, fax or online. Reporting and cataloguing of responses is anticipated to take place in 3<sup>rd</sup> Quarter FY 05-06.

**Initiative 6**

**Target Population:**

Manufacturers receiving quality assurance audits.

**Method:**

Survey sent at time of audit report results issued.

**Purpose:**

To obtain input from customers that received quality assurance audits. This will allow inquiries regarding other quality assurance entities leading to benchmarking.

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**Performance Improvement:**

Use identified areas of dissatisfaction as focus of improvement in order to meet service standards and remain competitive with other quality assurance entities.

**Implementation/Reporting:**

Development during FY 05/06 with implementation 4<sup>th</sup> Quarter FY 05/06, occurring at time of each audit. Reporting and cataloging of responses is anticipated to take place in 3<sup>rd</sup> Quarter FY 06-07.

The department's survival and success is directly impacted by how customers perceive us. Building an organizational culture that continues to capture the changing needs of this community and is flexible and capable of improving performance defines responsive customer service. Every interaction is an opportunity to deliver excellence.

## Critical Success Factors

In order to address many of our business plan objectives, it will be critical that the Office be able to have the appropriate staff levels in the various business units. Positions maybe requested in order to meet several objectives outlined in the 2005-2007 Business Plan. For example, additional audit inspectors may be needed as a continued result of the new State mandated function to provide quality assurance.

Additionally, some of the objectives outlined are not solely under the department's control, but are subject to external factors. Since the Office serves primarily a regulatory function, there is a significant emphasis on compliance. *Voluntary* compliance is a goal that has been incorporated into our functions. The Building Code Compliance Office continues to explore methods to achieve "buy in" from regulated stakeholders.

The Building Code Compliance Office continues to explore solutions to address the lack of adequate office space. Additional floor space is needed to accommodate the current and future growth of the department. In the past, some hiring has been hampered by the lack of office space. However, we have recently obtained additional space on the 11<sup>th</sup> floor of the 140 building as well as the 16<sup>th</sup> floor. The department completed the preliminary space survey for an anticipated move in two years to County Offices being constructed adjacent to the Overtown Metrorail Station.

## Future Outlook

The Building Code Compliance Office will continue to provide guidance and uniform enforcement of the FBC by providing the required level of quality service. The Office anticipates addressing business service needs successfully through the implementation of the business plan. The Executive Summary outlines some of the milestones and accomplishments that will be part of the department's focus. The business environment, which affects the functional areas of the Office, is expected to continue to provide opportunities for effective code administration. As such, the Office continues to project positive revenue flows and a strong financial position, allowing us to fiscally carry out our goals.